



LEADERSHIP DISCOVERY WEEK

by IEDC-Bled School of Management in cooperation
with University of Stellenbosch Business School

 **April 8 - 14, 2018**

 **South Africa**

Schedule

SUNDAY, 8 APRIL 2018		
Arrival Flight - TBC	Bus departs from Cape Town International Airport for the Stellenbosch Hotel	Life and Leisure Guest House Address: 18 Van Riebeeck Street Stellenbosch Tel: +27 21 886 6955 www.lifeandleisure.co.za
Sight-seeing drive through Stellenbosch Town		

MONDAY, 9 APRIL 2018 LECTURES TO TAKE PLACE AT STIAS IN STELLENBOSCH		
	Breakfast at the Life and Leisure guest house	
08:15	Depart on foot to Stias Conference Center	10 Marais Road, Stellenbosch, 7600 Tel:+27 21 808 2650 www.stias.ac.za
08:45	Leading and Managing in Complex Realities	Prof Piet Naudé
10:15	Coffee/tea and refreshments	
10:30	How do we see the world in the future and what will be the role of emerging economies	Prof André Roux Head: Futures Studies programmes
12:40	Photo session	On the steps of STIAS
13:00	Lunch	STIAS
14:00	Bus departs from Stias for the Dylan Lewis Studio and Sculpture Garden	Address: Paradyskloof, Stellenbosch, 7600 +27 21 880 0054 www.dylanlewis.com
15:00	Dylan Lewis Studio and Sculpture Garden Private Tour	
17:00	Bus departs from the Dylan Lewis Studio for the guest house	
18:45	Bus departs from the guest house for the Coopmanhuijs Restaurant	
19:00	Welcome dinner	Coopmanhuijs Restaurant Address: 33 Church Street Stellenbosch +27 21 883 8207 www.helenasrestaurant.co.za
21:00	Bus departs to the guest house	

TUESDAY, 10 APRIL 2018
LECTURES TO TAKE PLACE AT STIAS IN STELLENBOSCH

	Breakfast at the Life and Leisure guest house	
08:15	Depart on foot to Stias Conference Center	10 Marais Road, Stellenbosch, 7600 Tel: +27 21 808 2650 www.stias.ac.za
08:45	Managing Cultural Differences	Prof Anita Bosch Associate Professor
10:30	Coffee/tea and refreshments	
10:45	Values-based Leadership	Prof Arnold Smit Head: USB Social Impact
12:45	Bus departs from Stias for the Franschhoek Valley	
13:30	Lunch at Solms Delta	Solms Delta Delta Road (off the R45), Groot Drakenstein, Franschhoek Valley +27 21 874 3937 www.solms-delta.co.za
14:30	Company Visit: Soms Delta Wine Farm Focus: <ul style="list-style-type: none"> • Sustainable farming • Social engagement • Business and commercial impact 	Mr. Hagen Viljoen, Winemaker: Solms-Delta Mr. Craig MacGillivray, CEO: Solms-Delta
16:30	Bus departs from Solms Delta to the guest house	
18:30	Bus departs from the guest house for Tokara Wine Estate	
19:00	Dinner hosted by Dr Prieur du Plessis, TBC	Tokara Restaurant Helshoogte Road Stellenbosch, 7600 27 21 885 2550 www.tokararestaurant.co.za

WEDNESDAY, 11 APRIL 2018

	Breakfast at the Life and Leisure guest house	
	Group check out of the guest house	
08:30	Bus departs from the guest house for Cape Town	Woolworths head office 93A long market Street 8001 Cape Town www.woolworths.co.za

10:30	<p>Company Visit: Woolworths (food and clothing retailer)</p> <p>Focus:</p> <ul style="list-style-type: none"> • Retail in South Africa and Africa • Challenges and Opportunities 	President of Woolworths, Mr. Susman (TBC)
12:30	Bus departs from Woolworths for Cape Town City sight-seeing tour	
13:30	Lunch	Biesmiellah Restaurant
14:40	Bo-Kaap on foot tour	
15:30	Bus departs from Bo-Kaap for the Radisson Blu Le Vendome Hotel	
16:00	Check in at The Radisson Blu Le Vendome Hotel	Radisson Blu Le Vendome Hotel 14 London Road, Sea Point, 8060 +27 21 826 5100 www.radissonblu.com/en/hotel-levendome-capetown
	Evening at leisure	

THURSDAY, 12 APRIL 2018

	Breakfast at the Radisson Blu Le Vendome Hotel	
08:00	Bus departs from the Radisson hotel for the Robben Island Ferry Office	
09:00	Robben Island Ferry tour	
14:00	Table Mountain	
	Free afternoon in Cape Town	
18:00	Evening at leisure	

FRIDAY, 13 APRIL 2018

LECTURES TO TAKE PLACE IN THE TIENIE MEYER BOARDROOM, USB MAIN BUILDING

	Breakfast at the Radisson Blu Le Vendome Hotel	
08:00	Bus departs from the Radisson Blu Le Vendome Hotel to the USB	
09:00	Decisions for ambiguous futures: The mind of the Strategist	Dr Morne Mostert Director: Institute for Futures Research
11:00	Coffee/tea and refreshments	

11:30	Bus departs from the USB for Kirstenbosch Botanical Gardens	Table Mountain National Park, Rhodes Drive, Newlands Tel: +27 21 799 8783 www.sanbi.org/gardens/kirstenbosch
13:30	Farewell lunch at Moyo Restaurant	www.moyo.co.za/moyo-kirstenbosch
16:30	Bus departs from Kirstenbosch Botanical Gardens for the Radisson Blu Le Vendome Hotel Hotel	
	Evening at leisure	

SATURDAY, 14 APRIL 2018

10:00	Group Check out from the Radisson Blu Le Vendome Hotel	
Departure Flight - TBC	Bus departs from the Radisson Blu Le Vendome Hotel to Cape Town International Airport	

The group will arrive in Cape Town on Sunday. Upon their arrival to the airport they will be met by the Program Manager from University Stellenbosch Business School. They will check into the Life and Leisure Guest House. The first afternoon and evening will be free in order to recover from their trip and enjoy some sightseeing of Stellenbosch Town. On Monday the program will continue at STIAS Conference Centre at Stellenbosch (5 minutes walking distance from the hotel). There will be two lectures, the first one with Dr. Piet Naudé on leading and managing in complex realities and the second one by Professor André Roux on how do we see the world in the future and what will be the role of emerging economies. In the afternoon the group will visit the Dylan Lewis Studio and sculpture garden. Dylan Lewis is the most important African sculptor and his sculptures are to be admired in a most wonderful park close to Stellenbosch. The day will close with a welcome dinner at Coopmanhuijs Restaurant.

On Tuesday the program will continue with lectures at STIAS by Prof. Anita Bosch on Managing Cultural Differences and by Professor Arnold Smit with the title Values based leadership. Thereafter the group will travel to Franschhoek (the famous French corner of South Africa) for lunch at Solms Delta and a discussion with the owners of the farm. In the evening there will be a dinner hosted by Dr Prieur du Plessis, Honorary Consul of South Africa to Slovenia at Tokara restaurant.

On Wednesday morning the group will check out of the Life and Leisure Guest House and travel by bus to Cape Town for a visit to Woolworths (food and clothing retailer). It was agreed with Prof. Purg that Mr. Susman, the President of the company, would receive the group. After Woolworths Head office company visit and sightseeing drive through Cape Town city centre the group will enjoy a traditional Cape Malay lunch at Biesmiellah restaurant in Bo-Kaap. After lunch the group will join the tour guide for a on foot tour of Bo-Kaap. The Bo-Kaap is a former township, situated on the slopes of Signal Hill above the city centre and is an historical centre of Cape Malay in Cape Town. After this the group will check into Radisson Blu Le Vendome Hotel.

On Thursday the group will visit Robben Island the place where Nelson Mandela was imprisoned for 27 years and Table Mountain. The afternoon and evening will be free.

On the Friday the group will visit University of Stellenbosch to listen to Dr Morne Mostert on decisions for an ambiguous future followed by a visit to Kirstenbosch Botanical Garden and farewell luncheon at Moyo Restaurant. Free afternoon in Cape Town.

Saturday morning, mostly in the early afternoon are flights to Europe.

Content description with possible leadership learning outcomes

Leading and Managing in Complex Realities Presenter: Piet Naudé

South Africa is a nation in flux. From the hopeful era after apartheid, the Rainbow Nation is coming to terms with the global realities of inequality, low economic growth, corruption and social unrest. This has given rise to the era of # activism, first with a movement among young South Africans to purge colonialism and its impact on the country (#RhodesMustFall) to demands for free education (#FeesMustFall) and even a call for the embattled president of the country to relinquish his seat (#ZumaMustFall). What is clear is that there is discontent with the economic, social and economic reality of the country. This discussion will take participants through the complex realities of politics in South Africa, by introducing participants to the major role players in the political landscape and how the ruling party (ANC) has transitioned from being a shining beacon of hope under Nelson Mandela to a misfiring nation under Jacob Zuma.

Learning outcomes: Leadership in context – political influences

How do we see the world in the future and what will be the role of emerging economies, Presenter: André Roux

The significance and importance of emerging economies in the global context is well known. This is not only represented by a shift of economic power, but also in political power. During this presentation, participants will be given an overview of the global position of Africa in the global economy and the forces which have shaped its economic performance over the last decade. The discussion will also focus on South Africa's role on the continent and its economic performance over the last decade. During this discussion, participants are given a broad overview of the economic performance of the country and the factors which have contributed to its success, and also those factors that pose a threat for its future.

Learning outcomes: Leadership in context – economic influences, Lessons in linking greater forces and “connecting the dots”

Managing cultural differences, Presenter: Anita Bosch

South Africa has over eleven official languages, which goes some way in indicating how complex the region is in terms not only in language, but also in terms of religion, culture, tradition and the like. Contemporary management literature has highlighted the value that lies in diversity within the business context, but the challenges of managing these differences for business success are immense. During this discussion, participants are exposed to modern cultural theory and how these apply to the South African context. Further discussions of how best to manage for cultural differences are discussed.

Learning outcomes: Leading diverse groups, eading across national and cultural barriers, Drivers for change

Values-based leadership, Presenter: Arnold Smit

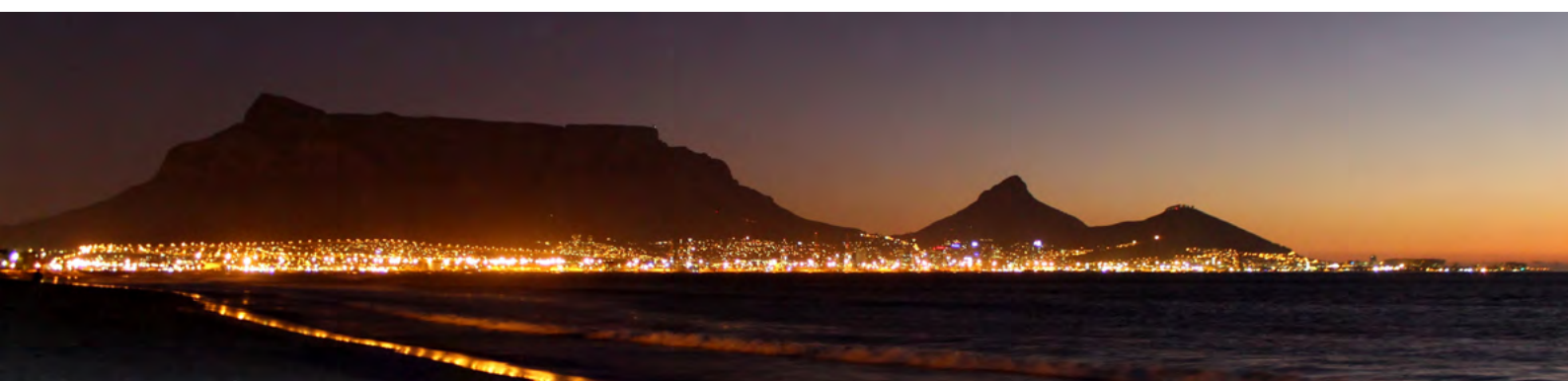
This interactive session asks of participants to explore some uncomfortable questions, such as “Are you an ethical person?” From the outset participants are expected to grapple with the ethical dilemmas faced by companies and managers on a daily basis. What is clear is that a lack of ethical behaviour is evident at all levels of organisations and this discussion will explore why this may be the case, if it should be changed and how it may be changed. The role of ethics in effective leadership is discussed and the role of leadership within the organisation is explored.

Learning outcomes: Learning about authentic and value-based leadership, Impact of leadership, Leading diverse stakeholders

Decisions for ambiguous futures: The mind of the strategist, Presenter: Morne Mostert

Are we slaves to our future? Futurists think that we are not. By carefully exploring the forces that may shape our future, futurists develop scenarios which allows for companies and individual to not only be aware of likely future outcomes, but also enact strategies in order to shape the future or, at the very least, achieve our desired state of future. This discussion delves into the complexity and ambiguity of modern companies and offers participant tools and frameworks to make better sense of the world to allow for better decision-making.

Learning outcomes: Drivers of decision making, Using different lenses to the future



The Program Faculty



Piet Naudé

Piet Naudé is Director at the University of Stellenbosch Business School. Before his appointment to this position in September 2014, he was Deputy Vice-Chancellor: Academic at Nelson Mandela Metropolitan University in Port Elizabeth, South Africa. Piet holds an MA in Philosophy and PhD in Theology from Stellenbosch University. He has received numerous national and international research awards, among them visiting Alexander von Humboldt professor to the University of Heidelberg (Germany) and Life Membership of the Centre for Theological Inquiry at Princeton University (USA). His public writings as a columnist has earned him the Vodacom Journalist of the Year award and his most recent monograph was awarded the Andréw Murray-Desmond Tutu prize. He is an accomplished public speaker and has consulted to a number of companies on governance and values-based leadership.



Simon susman

Simon Susman has 42 years' experience in retailing and is currently non-executive chairman of Woolworths South Africa, having recently retired after 10 years as chief executive of the Woolworths group.

Woolworths in South Africa and its subsidiary in Australia, Country Road, are the leading upmarket retailers and both are by-words for quality and value in their markets. They have passionate and loyal customer bases. Both companies have experienced considerable growth under the tenure of Simon's leadership.

Simon holds numerous trusteeships and directorships outside of Woolworths and currently chairs the advisory board of Stellenbosch University's Business School and the Board of Conservation South Africa. He is world president of IGDS, the largest international, departmental store grouping, based in Zurich. He also sits on the board of Trent, Mumbai which is the Tata Group's major Indian retail arm.



Anita Bosch

Anita holds a PhD from the School of Management at the University of Southampton (UK). She is an Associate Professor at the Stellenbosch Business School where she researches women at work and teaches in the human capital management and leadership tracks.

She is the editor of the annual Women's Report of the SABPP which is in its 7th year and has published numerous public reports, articles and book chapters on diversity and women's issues. She also served as the editor for Africa of the academic journal Equality, Diversity and Inclusion — an International Journal from 2012-2016 and was the lead researcher of the Women in the Workplace research programme at the Department of Industrial Psychology and People Management, University of Johannesburg.

She was recognized in the 2016 edition of Marie Claire in an article titled 16 women challenging SA for the better: Talking about a revolution, and is consulted on women's issues for Women's Health and the Business Women's Association of South Africa for the Women in Leadership Census, SA's only indicator of women's representation in positions of leadership.



Arnold Smit

Arnold Smit holds an Honours degree in Philosophy and a Doctor's Degree in Theology from the University of Stellenbosch. At USB, he is the Head of Social Impact and Associate Professor of Business in Society. His teaching, research and facilitation focus on the contextualisation and integration of ethics, responsibility and sustainability in management education and practice.

He is furthermore a trustee of SEED Educational Trust, a non-profit organisation that builds leadership and change management capacity in the educational and social sectors; a past president of the Business Ethics Network of Africa, a network of academics and practitioners that strengthens the commitment and competence of Africans to do business with moral integrity; a member of the Board of the Globally Responsible Leadership Initiative and many others.



Morne Mostert

Dr Morne Mostert is the Director of the Institute for Futures Research at Stellenbosch University. He advises globally on executive decision-making and cognitive development for senior leaders and has worked in Paris, London, Dubai and several African countries.

Subsequent to his PhD in the Management of Technology and Innovation, his areas of specialisation include Futures Thinking, Strategic Thinking, Systems Thinking and Creative Innovation. He is the Chairman of global think tank World Leadership Day and founding Chairman of media tech start-up Africa Business Radio. He is a regular keynote speaker and frequent guest on radio and television in the business media.



André Roux

André Roux was the Director of the Institute for Futures Research (IFR) at the University of Stellenbosch from 1996 to August 2015. In this capacity he ran various workshops and other strategic interventions sessions with and for leaders and strategists in business and government. The IFR has more than 110 corporate and government department clients. André is now in the full-time employ of the USB where he lectures on economics and futures thinking on numerous programmes at MBA level and on executive education programmes in South Africa and, from time to time, in Australia, Belgium, Namibia, Swaziland, Tanzania, Ghana and Nigeria. André was awarded the Rector's award for excellence in teaching at the University of Stellenbosch in 1999, and gives more than 60 talks/presentations each year.



Prieur du Plessis

With 27 years' experience in investment research and portfolio management, Dr Prieur du Plessis is one of the most experienced and well-known investment professionals in South Africa. More than 1 500 of his articles on investment-related topics have been published in various regular newspaper, journal and Internet columns. He also published a book, *Financial Basics: Investment*, in 2002.

He holds the following degrees: BSc (Quantity Surveying) (Cape Town), HonsB (B & A) (cum laude) (Stel-

lenbosch), MBA (cum laude) (Stellenbosch); and DBA (Doctor of Financial Management) (Stellenbosch). Prieur is Chairman of the Plexus group of companies, which he founded in 1995. Previously he was General Manager: Portfolio Management at Sanlam, responsible for the management of investment portfolios with total assets in excess of \$5 billion.

In addition to investment management, Prieur has helped facilitate a number of major corporate transactions, most notably the exclusive South African franchise for 25 Holiday Inn hotels and a R1.5 billion private property fund. Both these transactions resulted in significant inward investment being made into South Africa from abroad.

Company Visits



Woolworths

Woolworths is a South African chain of retail stores and one of the largest in the country, modelled on Marks & Spencer of the United Kingdom. This relationship with Britain's Marks and Spencer was formed after the Second World War, which led to the retailer buying all of the unissued share capital of Woolworths in 1947. These shares were later sold, but close ties still remain. The first Woolworths store opened in The Old Royal Hotel in Cape Town in October 1931. It was founded by Max Sonnenberg assisted by his son Richard and Fred Kossuth.

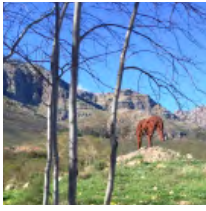
The Woolworths brand incorporates a series of food stores, some of which are attached to department stores, while others stand alone or are attached to Engen petrol stations in prosperous urban areas. Some branches include an in-store restaurant, branded as "Cafe W". Woolworths goods are sold at 149 corporate stores, 51 international franchise stores throughout the rest of Africa and the Middle East and 69 South African franchise stores nationwide. Woolworths sells clothing and accessory items under a number of premium brands, namely Country Road, Witchery, Mimco and Trenergy.



Solms Delta

Following the democratic elections in 1994, Professor Mark Solms returned home to South Africa in 2001 to breathe new life into the neglected Delta farm, establishing Solms-Delta Wine Estate. As a sixth-generation member of a farming family, he looked forward to returning. But upon his arrival, he realised that it wasn't only his to call home. Seven households of people lived on the farm and had been there for generations. Mark was determined to restore their sense of belonging and their right to own a fair share of the land.

Today Solms-Delta is known as one of the South Africa's most progressive wine estates for empowering its previously disadvantaged worker and resident communities through facilitating the sharing of land and equity in the business with them, helping them live with purpose and dignity and working towards restoring some of the injustices of the past. The Wijn de Caab Trust, Delta Trust, Music van de Caab and Museum van de Caab are all initiatives driven by the Solms-Astor partnership, to not only help improve the lives of the people of Solms-Delta and surrounds, but to instill a sense of pride in their vibrant Cape heritage and the place they call home.



Dylan Lewis Sculpture Garden

The Dylan Lewis Sculpture Garden is a seven hectare sculpture garden on the slopes of the Stellenbosch Mountain looking out over vineyards towards the ocean. Here, the notion of the untamed wilderness within the human psyche is expressed both in the sculptures and their positioning in the landscape. Over 60 sculptures constituting a comprehensive record of Lewis's full artistic development have been carefully placed in harmony with the landscape: the human form, shamanic figures, monumental abstracted fragments and his iconic great cats. Along four kilometres of paths, one is led on a journey through different 'rooms', from the heather hills dominated by earthy male images to the meditative poplar grove with its sensual female torsos.

Sightseeing



Nestled between towering mountains in the beautiful Cape wine-lands lies the magnificent **Franschhoek Valley**. This is the food and wine heartland of the country, Spectacular vineyards cover these mountain slopes settled more than 300 years ago by the Huguenots, who brought with them their age-old French wine and food culture.

The **Bo-Kaap** is a former township, situated on the slopes of Signal Hill above the city centre and is an historical centre of Cape Malay culture in Cape Town.

Formally known as the Malay Quarter, the district is rooted in Malaysian, African, Indian and Sri Lankan culture, largely a result of the descendants of the slaves who were brought over by Dutch imperialists in the 16th and 17th centuries. Today, the area is still known for its vibrant history and blending of creeds; a cocktail which visitors often find fascinating and unforgettable.

On this tour guests will get an overview of Bo-Kaap's best known landmarks, including the colorful houses, hidden places, multiple mosques and historical restaurants and shops.



For nearly 400 years, **Robben Island**, about 12km from Cape Town, was a place of exile and imprisonment where rulers sent those they regarded as outcasts and troublemakers. Since 1998 Robben Island has become a museum action as a focal point of South African heritage and in 1999 the island was declared a World Heritage Site. Freedom fighters like Nelson Mandela spent more than a quarter century in prison on this island. On arrival at the island there will be a tour of the prison, including Nelson Man-

dela's cell, guided by an ex-political prisoner. There will then be a tour of the island by bus which will offer the opportunity of seeing the quarries where the prisoners had to work and a selection of wildlife on the island, including a wide variety of birds, antelope and the jackass penguin colony.



Kirstenbosch National Botanical Garden lives up to its reputation as the most beautiful garden in Africa and one of the great botanic gardens of the world. Few gardens can match the sheer grandeur of the setting of Kirstenbosch, against the eastern slopes of Cape Town's Table Mountain.

Kirstenbosch was established in 1913 to promote, conserve and display the extraordinarily rich and diverse flora of southern Africa, and was the first botanic garden in the world to be devoted to a country's indigenous flora. It is part of a nature reserve, which lies in the heart of the Cape Floristic Region, also known as the Cape Floral Kingdom. In 2004 the Cape Floristic Region, including Kirstenbosch, was declared a UNESCO World Heritage Site – another first for Kirstenbosch. It is the first botanic garden in the world to be included within a natural World Heritage Site.

Cape Town is the second-most populous urban area in South Africa after Johannesburg. It is also the capital and primate city of the Western Cape province. Located on the shore of Table Bay, Cape Town was first developed by the Dutch East India Company as a victualling (supply) station for Dutch ships sailing to East Africa, India, and the Far East. Jan van Riebeeck's arrival on 6 April 1652 established the first permanent European settlement in South Africa. Cape Town quickly outgrew its original purpose as the first European outpost at the Castle of Good Hope, becoming the economic and cultural hub of the Cape Colony. Until the Witwatersrand Gold Rush and the development of Johannesburg, Cape Town was the largest city in South Africa.



As the seat of the Parliament of South Africa, it is also the legislative capital of the country. It forms part of the City of Cape Town metropolitan municipality. The city is famous for its harbour, for its natural setting in the Cape Floristic Region, and for such well-known landmarks as Table Mountain and Cape Point. It is one of the most multicultural cities in the world, reflecting its role as a major destination for immigrants and expatriates to South Africa.



Situated in the heart of Cape Town's working harbour with the dramatic backdrop of Table Mountain, the **Victoria and Alfred Waterfront** is widely acknowledged.

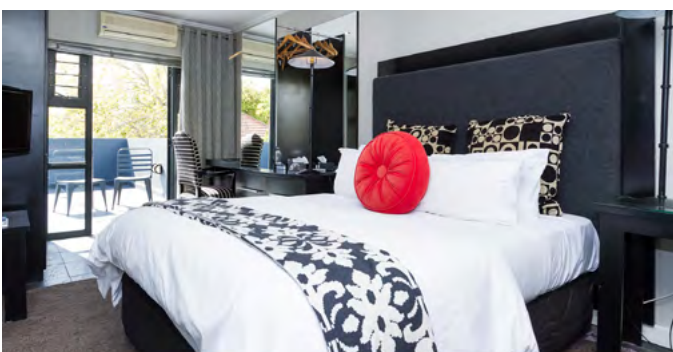
The complex houses over 450 retail outlets, including fashion, homeware and curios, to jewellery, leather goods and audio-visual equipment. The V&A Waterfront is also still a working harbour and fishing boats bring in fresh fish, and larger container ships are towed in by tugboats.



Stellenbosch is the second oldest European settlement in the province, after Cape Town. The town became known as the City of Oaks or Eikestad in Afrikaans and Dutch due to the large number of oak trees that were planted by its founder, Simon van der Stel, to grace the streets and homesteads. The town is home to Stellenbosch University. Technopark is a modern science park situated on the southern side of the town near the Stellenbosch Golf Course.

Hotel Accomodation

Life and Leisure Guest House	Radisson Blu Le Vendome Hotel
<p>Life and Leisure Guest House, 18 Van Riebeeck Street, Stellenbosch, Phone: +27 21 886 6955 www.lifeandleisure.co.za</p>	<p>Radisson Blu Le Vendome Hotel, 14 London Rd, Sea Point, Cape Town, 8060; Phone: 021 826 5100 www.radissonblu.com/en/hotel-levendome-capetown</p>



Program costs: preparation and delivery

The cost of the programme for 15 participants is estimated at **2.900 EUR** per person.

The cost for the programme includes:

- Accommodation at the life and Leisure Guest house in Stellenbosch Hotel and Radisson Blu le Vendome in Sea point, Cape Town
- Airport transfers and daily transport service from 8-14 April 2018
- Programme development (SU reserves the right to amend the programme owing to the availability of lecture/s and/or company visit/s)
- Venue Hire at the Stias conference center and USB
- Lecturing /academic side of the programme
- Facilitator fee
- Speaker fee
- Official photograph
- Reproduction of material
- International Registration fee
- International Service fee
- Company visits

Refreshments/Meals:

- Welcome Dinner: 9 April 2018
- Dinner: 10 April 2018
- Lunch: 9-11 April 2018
- Farewell Lunch: 13 April 2018

Social Activities:

- Sight-seeing drive through Stellenbosch town: 8 April 2018
- Dylan Lewis Studio and Sculpture Garden tour: 9 April 2018
- Soms delta :wine tasting, museum and social tour: 10 April 2018
- Sight-seeing drive of Cape Town city center and Bo-Kaap on foot tour: 11 April 2018
- Robben Island Ferry and Table Mountain cable car tour: 12 April 2018

Excluded in the costs:

- Air tickets (International and local)
- Lunch: 8 and 12 April 2018
- Dinner: 8,11,12,13 April 2018
- Transport after hours

About USB and IEDC

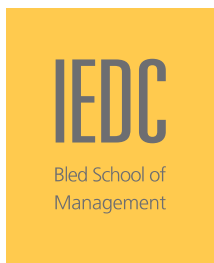


The major international accreditations – AACSB, EQUIS and AMBA.

USB has significant programme depth. Our flagship degree is our MBA. We also offer postgraduate programmes in Development Finance, Futures Studies, Management Coaching, Leadership and other fields. Overall, we strive to develop responsible leaders through well-grounded business education and research.

USB forms part of Stellenbosch University – the strongest research university in Africa. In 2018, Stellenbosch University will be celebrating its 100-year anniversary.

The business school is centrally situated in northern Cape Town – halfway between Cape Town’s central business district and the university town of Stellenbosch.



A School with a View

Established as the first business school of its type in Central and Eastern Europe, the **IEDC-Bled School of Management** is one of the most prominent international management development institutions in Europe. It is a place where leaders and potential leaders from all walks of life come to learn, reflect and share ideas and perspectives; it is also a unique place where works of art complement a creative environment for creative leadership. As an international centre of excellence in management education and as a meeting place in the heart of the new Europe, IEDC has built a reputation as a leading agent of change of the region.

IEDC-Bled School of Management believes in ethical and socially responsible leadership which can be promoted through learning from art, science, sport and other different professions, drawing parallels around them and making people reflect. IEDC has integrated a Business Ethics component into all its longer management programs more than twenty years ago. As an additional innovation, sustainable development was added to the curriculum ten years ago. Over the last decade, IEDC has pioneered work on the incorporation of the arts and artistic processes into management education. The school itself was designed and built as an art gallery and is conceived as a place where managers come not only to learn but also to become inspired. IEDC has also incorporated Art and Leadership as part of its Executive MBA course which is one of the first of its kind in the world. During eight full days of the curriculum, artists from different artistic disciplines work with the participants to help them reflect on business phenomena as well as on all other aspects of leadership.